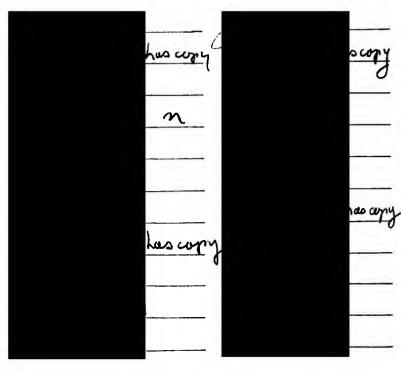
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D/PAO COMMENTS:

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DISPOSITION:

ACTION:

COORDINATE WITH:

SUSPENSE DATE:

EA/PAO COMMENTS:

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5 September 1979

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MEMORANDUM FOR:

Deputy to the DCI for Resource Management

25X1A

FROM:

Director, Policy Guidance Office

SUBJECT:

An Approach to Issues (U)

1. The "issues" with which we deal can be categorized in at least several ways. Generically, they can be divided into speculation, investment, and insurance categories. Issues also can be defined in threshold terms; so many dollars, so many people, etc. A further category would be cross-program issues; SAFE, NFIP/IRA, etc. Lastly, there are issues generated outside of the Intelligence Community proper. The PRC(I), the NSC, and the Congress would be the principal sources of externally generated issues. Whatever the issues, and however they are categorized, "issues" are, by definition, to be addressed, with decisions to be made either by you or the DCI. (S)

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- 2. I am convinced that it is in our interest to consider how issues should be addressed. The resources of RMS and CTS, though strong, are limited. We should try to employ these resources to their greatest comparative advantage. (Our comparative advantage might be defined as our relative competence (analytic skill, knowledge, objectivity, and understanding of the Intelligence Community) vis-a-vis other elements of the Community concerned with any given issue. (U)
 - 3. Let me illustrate how certain issues might be handled:
 - a. <u>Single Program Issues</u>. An issue like HF Modernization might have been handled by directing NSA to conduct a study under terms of reference provided by RMS. Several in-progress reviews of the study could be conducted by RMS to ensure that such a study is on track. This would be a more efficient utilization of RMS resources than a separate study by PAO and would permit a wider range of issues to be addressed.
 - b. <u>Cross-Program Issues</u>. RMS/CTS can and should take the lead in studies with directed participation by concerned program managers. Several issues seem to have evolved this way--SAFE, several others, such as the NFIP rectification and approach at the outset.

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REASON_______

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SUBJECT: An Approach to Issues

c. Non-Programmatic Concerns. A third set of issues. or better stated, a third set of concerns, would deal with policy and the procedural and organizational aspects of the Intelligence Community which bear on the utility, quality, effectiveness, and efficiency of intelligence activities. These concerns would encompass those broader interests expressed by the DCI in his "forest" image. I believe the RMS/CTS comparative advantage to be high in this area. We are uniquely positioned to respond and in some cases exploit congressional directives that the Community examine these "big picture" issues. It is also the area in which contract studies would be most productive. In contrast to the first two categories which have, for the most part, direct programmatic implications, these studies would not have to be related to the program cycle although it is likely that program issues would be a consequence of these efforts. ____ crisis management, utility of intelligence product to the various consumers, redundancy (product and publication) are illustrative of some of these concerns. (S)

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4. Our ability to achieve the ultimate objective of the improvement of the utility and quality of national intelligence is surely a function of how well we organize and focus our own resources. Perhaps these thoughts can contribute to this end. (U)



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SUBJECT: An Approach to Issues (U)

Distribution:

Original - Addressee

1 - PBO 1 - PAO

1 - IRO

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in coordination with PBO and HTO and under Harvey's guidance, has completed work started by the manning, functions, reporting (and evaluations) of seven attache posts (Djakarta, Seoul, Kinshasa, Jidda, Madrid, Warsaw and Caracas). The understanding acquired has enabled RMS/HTO to evaluate somewhat more effectively DIA's two enhanced packages for increasing Attache presence in the Caribbean region and Persian Gulf areas. Further

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Subject

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Support for Louth- series

Linguist Shortfalls

Purpose/Scope/Objective

Both the HPSCI and the SSCI are concerned at the shortage of qualified linguists in the Intelligence Community; the HPSCI has directed "the DCI together with the Secretary of Defense to develop, evaluate, and submit with the fiscal year 1982 budget request a recommended program which encompasses a community-wide approach toward alleviating the linguist shortfalls."

The terms of reference for this report in conjunction with the appropriate people in CIA, NSA and DoD. PAO, in coordination with PBO, PGS and HTO (in view of its Chairmanship of the Orientation and Training Advisory Group-OTAG) will oversee the preparation of the report and arrange for its transmittal via CLLS. Depending upon the conclusions of that report, PAO may wish to do a study on the supply and productivity of linguists at NSA and other intelligence agencies. Such a study would review past work on linguist supply and compensation but would focus on a review of machine translation and productivity-assisting devices, procedural changes (such as NSA's rapid translation approach for enhancing linguistic productivity), and developing estimates of the cost/effectiveness of various other alternatives for increasing linguists' productivity. Such a study would be undertaken by language training components of NSA, CIA, and DoD. Both the HPSCI and the SSCI are concerned at the shortage of qualified

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